

Finding Financial Support for Niche University Programs

An Honors Thesis (HONR 499)

By

Madeline McGarvey

Thesis Advisor

Dr. Deborah Davis

**Ball State University
Muncie, Indiana**

May 2017

Expected Date of Graduation

May 2017

SPColl
Undergrad
Thesis
ID
2489
.24
2017
.M394

Abstract

The purpose of this thesis is to identify the best practices that are successfully garnering financial support for programs at the university level. In addition, these ideas were applied to future strategic planning for the Ball State at the Games program. This report includes both primary and secondary research included in the analysis of eight best practices that I identified.

The thesis includes an introduction to the topic of fundraising, eight key ideas to take note of and corresponding theories and cases that relate to each key idea. These ideas are synthesized and then are applied to an existing fundraising plan for Ball State at the Games. I created the original plan with the help of three other teammates. After completing my research, I applied these ideas to the existing plan to enhance the established objectives. The updated plan can be found in the appendix.

Acknowledgements

I'd like to thank Dr. Deborah Davis, my thesis advisor, for guiding me through the process. Her superior public relations knowledge and leadership in the Ball State at the Games program made for a perfect fit in advising me on this project.

Table of Contents

Process Analysis Statement.....	5
Best Practices Introduction.....	7
Communicate Strong Key Messages.....	8
Utilize Existing Resources.....	9
Set Goals & Create Benchmarks.....	11
Tell a Story.....	12
Engage Leadership.....	13
Get Social	14
Create Video Content.....	16
Set a Date.....	17
Synthesis.....	19
References.....	20
Appendix.....	22

Process Analysis Statement

In conducting research to complete my honors thesis, I used both primary and secondary research. I gathered books, articles, blogs, case studies, periodicals and conducted interviews with individuals to find out what really works in the world of fundraising. The purpose of this research was to gather this information in a way that could be applied to the Ball State at the Games program.

This niche program is a unique opportunity for Ball State students to travel to the Olympic Games. Students are able to capture the stories of the sports, people and places of the hosting country and pitch their work to local and national media outlets. Since its beginning in 2012, students have gained unparalleled career experience in their respective areas of journalism, telecommunications, photojournalism, public relations, graphic design, fashion design and more.

In beginning my research, I explored online for similar programs that offered students with unique learning experiences. I learned that universities around the country are able to offer immersive experiences that range from reporting at international film festivals to working behind the scenes at New York Fashion Week. From this specific search, I was able to interview both a student and an administrator involved in one of these niche programs.

Penn State University offers several extraordinary educational experiences through the John Curley Center for Sports Journalism. After learning all that I could from secondary sources, I conducted interviews with Madison Brightman and John Affleck. Brightman is a student at Penn State who was selected to travel to and report from the 2017 Super Bowl. Brightman had also traveled to Cuba with the Curley Center for a

story on the PSU men's baseball team's Cuban series. Affleck is the Director of the Curley Center, and manages all educational experiences provided by the center. Affleck also serves as a Knight Chair in Sports, which exposed me to the learning more about the Knight Foundation.

After researching specific immersive programs, I decided to expand my research to fundraising at the university level as a whole. This included alumni associations, departmental and university-wide fundraising. These topics lead me to several articles, blogs and periodicals. Another valuable resources I found during this process was the Council for Advancement and Support of Education. Their website provided superb examples of fundraising, marketing, design and more through their Circle of Excellence Awards.

After reading and compiling all of my sources, I was able to decide on eight key ideas that were consistent throughout my research. Through this process, I learned quite a bit about myself and how important research is to this industry. I learned that I have a moderate amount of fundraising exposure through my educational, professional and volunteer experiences. But what I realized was how much work goes on behind the scenes, prior to a large fundraising event or campaign launch. What I have experienced only scratches the surface of what organizations and programs must do over decades to accomplish their goals and ultimately make a difference in this world. Fundraising can be a challenging task that not all are willing to do. But with innovative strategies, compelling messages and a uniting cause, it is possible.

Best Practices + Introduction

Ball State University offers immersive learning opportunities for students to create and shape their educational experience. These high-impact opportunities are unique to Ball State, and provide students with challenging initiatives that will ultimately create a change in the university or local community. Ball State at the Games is a distinct learning opportunity that allows a select number of students and faculty to travel to the Olympics and immerse themselves in the athletic and cultural essence of the Games through various professional practices.

In today's competitive job market, students are challenged to go above the traditional educational requirements that sufficed for earlier generations. Immersive learning projects like Ball State at the Games create culturally aware, career-ready students who have exceeded traditional classroom application. Unfortunately, these experiences typically come at a high expense to the student. In order to supplement this large financial burden, programs are seeking alternative funding through grants, foundations and donor fundraising.

Successful fundraising campaigns can vary in many ways based on the organization or program they are supporting. Audiences may be reached through a variety of mediums, and the messages will evolve often. This section will analyze several award-winning campaigns and projects that provide organizations with real-life examples of successful fundraising programs. Each topic covers a specific "best practice" in fundraising, along with successful cases at the university level.

Communicate Strong Key Messages

As a public relations student, I have been taught the importance of clear, strong and concise messaging. These messages are what drive community impact, consumer engagement and public understanding. A successful brand launch is nothing without its key messages-- and fundraising campaigns are no exception.

Crafting key messages is essential in the overall communication process of an organization. These key messages provide leadership with succinct ideas to effectively articulate the "so what?" or an organization's mission. The messaging of an organization starts with a strong mission statement. According to Weinstein (2009), an organization's mission statement should answer three questions. These questions include (1) What is the organization? (2) What does it do? (3) Whom does it serve?

From the mission statement, key messages can be formed to use in organizational marketing. According to Martin (2013), organizations should commit to two to three main ideas. "It is important to keep the quantity of your main messages to a minimum so you can be certain that your main points can quickly be made – and then remembered by your audience," (p. 3). These ideas should be clear and memorable, describing the main points in a phrase or sentence, such as "Give Hope." Most importantly, there should be some "call to action" in the campaign messaging.

When crafting key messages for a campaign, it is important to consider who the audiences are. Different words, phrases and cultural references will engage different audiences. In addition, it is important to articulate what the problem is and how it might be solved. A strong message will include an inspiring take on the current need of an organization or community.

In order to be effective, these messages must to be consistently conveyed through all organization communication. For example, the selected phrase or sentence should be present in subject lines, email content, fliers, donation forms, webpages, infographics, social media posts and more. For this message to resonate with your audience, they will need to hear it over and over before it becomes memorable.

Utilize Existing Resources

In business, it is a well-known rule that acquiring new customers is several times more expensive and more difficult than maintaining existing customers. So why should fundraising be any different? Developing ongoing, beneficial donor relationships can be the key to success, year after year.

This step requires keeping detailed data regarding past fundraising efforts. It is crucial that each donation is recorded with full descriptive data. Raiser's Edge, NeonCRM, DonorPerfect, Kindful and Trail Blazer are just a few popular databases that nonprofits are currently using to manage their donor data.

Donors should then be segmented. According to Haguewood (2014), these categories could be based on donation amount, communication style, generation, program interest, preferred giving channel and more. Organizations can then decide what the best form of communication is with each segment and how often they should be contacted. In addition, each group should be surveyed for beneficial information in order to modify the donation process and benefits for the future.

For the Ball State at the Games program, a donation base did not exist. In cases like this one, researching existing grants, foundations and other sources of financial support is necessary in prolonging the program's success.

❖ Knight Foundation

Penn State University is a beneficiary of the Knight Foundation, a national foundation that supports journalistic and artistic initiatives. Knight Chairs are endowed at top universities in order to promote excellence in journalism through unique classes and experimental projects. John Affleck serves as the Director of the John Curley Center for Sports Journalism and Knight Chair in Sports Journalism at Penn State.

Through the Knight Foundation funding, the John Curley Center for Sports Journalism has been able to create several experiential learning projects for journalism students to participate in. One of these programs involved sending three students to report at the 50th Super Bowl. Maddie Brightman, a junior student at Penn State University, spoke to me about her unique experience reporting at the Super Bowl. "This is as 'big time' as the sports journalism world gets and to be exposed to that as a junior in college provided me an opportunity some sports journalists never get, or never get until later in their career."

The funding from the Knight Foundation not only supported the Super Bowl trip, but also a trip to the 2016 Summer Paralympics and to Cuba to cover the Penn State baseball team's journey against the Cuban National Series team. Guest lecturers and workshops are also created and funded through this.

Affleck is one of 24 current Knight Chairs. Due to the highly competitive nature of funding allocation, Affleck provided me with some advice outside of the Knight Foundation. "Grants from outside sources are terrific, but they are very competitive. Tap into your local resources. Everyone has an eye for helping the next generation, so play on that. Start at home."

Set Goals + Create Benchmarks

Setting a goal is one of the most important steps in a fundraising campaign. Selecting a goal is something that takes both research and planning. Organizations should have accurate estimations for upcoming projects that will need funding. In addition, there should be a realistic fundraising timeline, specifically for projects like building expansions and land acquisitions. Once a budget has been created, leaders can identify accurate fundraising benchmarks within a campaign.

In order to successfully communicate how the money that you are raising will impact your core mission, it is essential that organizations research the success of each type of fundraising. According to Stevenson (2011), organizations must understand what they can expect to raise for each of their initiatives and from what specific source it will come from, such as grants and individual donors. Then, leaders have the opportunity to confidently communicate the impact a donation has on these set goals.

It is important that goals are a realistic balance of optimism and achievability. Falling short in a fundraising campaign can hinder the success of the organization in the future. Das, Kerkhof and Kuiper (2008) suggest that it is imperative that organizations communicate the likelihood of goal attainment in organizational messaging. Due to the fact that donors cannot always monitor the progress of an organization's fundraising, it is important that they are given a balanced message of urgency and achievability. "Fundraising messages should, thus, underline the importance of each individual contribution for reaching a charity goal and explicitly state that others are already contributing," (p. 173).

In addition to organizational needs, leaders need to consider other opportunities and limitations when selecting a goal. High consideration should be given to the existing donor base and the growth that is possible within it. Also, leaders must consider the scope of fundraising that is possible with the size of their development staff, and if changes or additions need to be made.

Finally, it is crucial that organizations do not aim too low. A lack of optimism can affect both financial success and stakeholder attitudes. Growth is always possible. If an organization is plateauing in fundraising, it might be time for professional guidance.

Tell a Story

According to the Anticipatory Principle of the Appreciative Inquiry, humans are inspired by the images they see and how they perceive them (Smith, 2010). We tend to move towards the future that we desire and imagine through the images that we see. In turn, the more positive images we are presented with, the more likely we are to create positive action. This theory directory explains the importance of storytelling in fundraising.

It's important to craft a story to keep people focused on your organization and to continue to care about what you're doing. The best way to engage investors is to show them where their donations are going and who they will be impacting. According to Kaufman (2003), "Savvy leaders are now adding storytelling to their toolkits to 'sell' organizational goals and priorities to employees and other stakeholders. Through stories, these leaders align organizational mission and values with people's intrinsic needs to belong and to contribute," (p. 11). Kaufman relates how the strategies of an

organization can be made more real to the audience by communicating through stories to answer a donor's question, "What's in it for me?"

Kaufman touches on the idea of intrinsic motivation, which is a common topic in researching effective fundraising strategies. According to Friedmann (2003), intrinsic motivations of prosocial behavior have a greater influence than extrinsic motivation in philanthropic actions (Drezner, 2011). Telling a compelling story that further enhances the mission of an organization can drive individuals to engage in a variety of ways in order to feel the internal reward that they desire.

Ball State University Dance Marathon, and Children's Miracle Network alike, utilize the idea of "Riley Families" and "Riley Kids" to highlight the true experiences of families treated at Riley Hospital for Children. Select families are asked to tell their "Riley Story" on video and in writing to share with stakeholders supporting the hospital. Each team is assigned a "Riley Kid," which allows these individuals to get to know a specific child treated at Riley Hospital for Children. These stories often trigger intrinsic motivations that ignite a passion for helping the affected families in some way. The positive experience of meeting a "Riley Kid" is a driving factor in inspiring participation for Ball State University Dance Marathon.

Engage Leadership

Before asking others to be passionate about your cause, it is important to evaluate the passion that is coming from within. You cannot expect others to jump to donate simply based on facts and figures. They need to understand that you feel strongly about this campaign, so they should too.

One way to prove this idea is by engaging key leaders in an organization to display their hard work and passion. Email messages and video clips directly from the CEO or other notable leaders of an organization are highly effective in creating a positive appeal. These messages create a sense of credibility on the issue, while proving that the people behind the mission believe in it too.

In today's society, consumers are often skeptical of businesses or organizations trying to scam them for their money or use their donation in an inappropriate way. Engaging your leader in the marketing and messaging efforts will build trust with your donors and show a clear and concise chain of communication.

According to the Koenig (2017), there are several ways to show your staff's passion simply on your organization's website. In the "About" section, each staff member should include an interesting biography that contains their connection to the organization's cause and what brought them to this position. In addition, staff members should have unique pictures that could relate to the topic at hand. Also, a note from the Director or CEO is a great touch to add to the organization's mission statement and vision. It's important to remember that people give to people-- not causes.

Get Social

According to The Millennial Impact Report of 2012, 67 percent of Millennials have interacted with a nonprofit on Facebook. Research shows that Millennials have an interest in giving back, in addition to their interest in learning through online resources. Strategies may shift depending on the target audience, but social media can play an integral role in a successful fundraising campaign.

A few simple ways social media can be used include creating general awareness for a program, promoting an upcoming event, highlighting a special individual, focusing on a specific issue, creating a conversation and sharing news or results. Be sure to focus on the best platforms for your target market. Don't stress being everywhere-- be where it matters. Not all posts will work consistently on each platform, so be sure to modify images, captions and messaging for the account specifically.

Once the content is created and shared, the job is not done. Social media is a conversation-- make sure your posts are asking for responses or shares. Every donor or follower should receive acknowledgment or a response over social media. According to Young (2016), social media is a major investment that now requires organizational commitment. As an organization, you should also be conversing with other organizations or community leaders. Follow and engage with accounts that fall in line with your values, and get involved in a broader conversation.

Ohio University created an Instagram contest using the hashtag #OHIO6words that prompted alumni to share what the Ohio University collegiate experience meant to them. Alumni were asked to share a photo that best represents "OHIO" and share it on Instagram, only using a six-word caption. As part of their pre-homecoming week promotion, the Instagram contest attracted alumni, students and friends of the university to share their passion for Ohio University. Winners were selected each day for two weeks, awarding prizes to the selected participants. Then, each photo was displayed around campus during homecoming weekend, which according to the Ohio University Alumni Association (2016), draws in thousands of visitors from across the state of Ohio, the country and the world.

Although this campaign was focused on awareness and not cultivating donations, similar strategies can be used in a fundraising campaign. For a fundraising event or initiative to be successful, social media promotion will be a key component. In regards to programs offered at a university level, students will be more engaged with active social media accounts as opposed to print materials or traditional communication. Competitions and hashtag-prompted activities will draw attention to your program or organization and will cultivate an awareness for the issue or opportunity that you are addressing.

Create Video Content

As user attention spans get shorter and shorter, media specialist are constantly seeking the most effective way to reach audiences and maintain their interest. Recently, video content has been dominating Facebook and other social media sites. More than 50 percent of U.S. users watch at least one video on Facebook a day. According to Cisco, by 2019, 80 percent of global internet traffic will be video (Walters, 2015). With that in mind, programs can effectively target specific supporters through shareable videos.

Gordon College in Massachusetts recently received a Silver Award in Donor Relations by the Council for Advancement and Support of Education (CASE) for their video series "We're Here For You." This video series was made up of three videos targeting young alumni of Gordon College. Each video depicted a different market of young alumni in situations of stress. The alumni relations team from Gordon College is there in an instant to solve the problem and save the day. The humorous videos are

relatable enough to trigger an appeal with young alumni and bring attention to the alumni relations programs (CASE, 2016).

In relation to fundraising, video can be a great way to inform and persuade a viewer to support your cause. With the combination of information and visual appeal, short video clips can be a great way to promote an upcoming event, share details about a new campaign or feature individual stories and anecdotes related to the fundraising initiative.

Set a Date

An integral part of any strategic fundraising campaign is a special event. This could include a public event in the community, a private dinner, a specific date or holiday, an online event-- the list could go on. Calling attention to a specific cause through an event that includes food, entertainment, prizes or other benefits has been a traditional form of fundraising for years. The web and other nontraditional media outlets have broadened the limitations for these events, expanding celebrations to online and social media pages.

For example, the International Day of Giving took on a whole new meaning in 2012 when the hashtag “#GivingTuesday” was created. Within the last five years, Giving Tuesday has been adopted by major companies such as Google, Microsoft, Skype, UNICEF and more to increase the holiday’s donation totals tremendously. Several smaller, local organizations have adopted the holiday to draw awareness for their fundraising goals. University of California, Merced created the hashtag “#GIVETUEUCM,” in order to raise money for their alumni association scholarships in

sync with the International Day of Giving. This strategic planning allowed for Merced to increase their fundraising total by 60 percent in just 24 hours (CASE, 2016).

Special events can be a great way to gain attention and give back to your donor base. Certain events tend to generate less in donations than the budget it takes to make it all happen. But remember, it's not always about the money. Creating experiences for your audience can enhance your relationship with them and build loyalty for future endeavors.

Synthesis

Based on my research, I learned how integrated fundraising, marketing and public relations efforts can be. Each of the eight best practices that I identified is reliant on another best practice. In order to convey strong messaging, organizations need strong social media. In order to have successful fundraising events, organizations need to successfully reach goals and benchmarks. All of these ideas are simple on their own, but the implementation process is far more complex than a list of eight individual ideas.

In order to successfully achieve these best practices, organizations should complete a strategic fundraising plan. This plan includes key messages, goals, objectives and the subsequent strategies and tactics used to meet them. Each objective might focus on a specific practice discussed earlier. Plans can utilize several different objectives, or they may have a specific focus on a topic, such as a special event or social media campaign.

With the eight practices in mind, I modified the existing Ball State at the Games Fundraising Plan to better reflect what I learned. Many of the additions that I made to the plan included specific social media tactics, event planning strategies and existing funding resources. In using this plan, the Ball State at the Games 2018 program now has the research and groundwork completed to fundraise for the upcoming Olympic trip.

References

- Berkeley Today Stories (2014). Students Shine During Fashion Week in New York City. *Berkeley Today*. Retrieved from http://berkeleycollege.edu/berkeley_bc/berkeley_today/berkeley_today_story_8604.htm
- BizEd (2015). How Can We Get Funding for That?. *BizEd*, vol. 14, no. 4, pp. 24-35.
- Blansett, S. P. (2015). Six Questions and SIX KEYS to BETTER FUNDRAISING. *Economic Development Journal*, vol. 14, no. 1, pp. 39-44.
- C.A.S.E. (2017). CASE - Awards. *Council for Advancement and Support of Education*. Retrieved from <http://www.case.org/Awards.html>
- Case Foundation (2012). *2012 Millennial Impact Report*. Retrieved from <http://casefoundation.org/wp-content/uploads/2014/11/MillennialImpactReport-2012.pdf>
- Das, E., Kerkhof, P., & Kuiper, J. (2008). Improving the Effectiveness of Fundraising Messages: The Impact of Charity Goal Attainment, Message Framing, and Evidence on Persuasion. *Journal of Applied Communication Research*, 36(2), 161-175. doi:10.1080/00909880801922854
- Drezner, N. D. (2011). *Philanthropy and Fundraising in American Higher Education*. Hoboken, NJ: Wiley Periodicals, Inc.
- GordonCollege (2015). Here for You: The Party. *YouTube*. Retrieved from <https://www.youtube.com/watch?v=3owTlgN0k30>
- Haguewood, J. (2014). 10 Ways to Segment Your Donors to Improve Fundraising Effectiveness. Retrieved from <https://blog.hubspot.com/marketing/segment-donors-to-improve-fundraising-list#sm.0000o9wljk3j8eirxg019dwfyh5il>
- Johnson-Vermenton, D. (2014). Four Things Successful Fundraising Appeals Have in Common and How to Get the Right Mix. *NpENGAGE*. Retrieved from <https://npengage.com/nonprofit-fundraising/4-things-successful-fundraising-appeals-have-common-and-how-get-the-right-mix/>

- Kaufman, B. (2003). Stories that SELL, Stories that TELL. *Journal of Business Strategy*, 24 (2), 11-15. doi: 10.1108/02756660310508155
- Knight Foundation (2017). *Knight Foundation*. Retrieved from <https://knightfoundation.org>
- Koenig, M. (2017). Seven Steps to Compelling Staff Bios on Your Nonprofit Website. *Nonprofit Hub*. Retrieved from <http://nonprofithub.org/nonprofit-marketing-plan/7-steps-to-compelling-staff-bios-on-your-nonprofit-website/>
- Martin, N. (2013). The Importance of Key Messaging. *Edge Legal Marketing: News With Edge*. Retrieved from <http://www.edgelegalmarketing.com/mobile/Resources/Newsletters/?id=120113>
- Miller, T. (2017). Three Students Get Unrivalled Opportunity at Super Bowl. *Penn State University*. Retrieved from <http://news.psu.edu/story/390267/2016/02/03/academics/three-students-get-unrivalled-opportunity-super-bowl>
- Ohio University Alumni Association (2016). Coming Home 2016. *Ohio University Alumni Annual Report 2016*. Retrieved from <https://www.ohio.edu/alumni/annual-report/2016/coming-home.cfm>
- Smith, A. (2010). Appreciative Inquiry Principles: The Anticipatory Principle. *BetterEvaluation*. Retrieved from http://www.betterevaluation.org/plan/approach/appreciative_inquiry
- Stevenson, H. & Spence, S. (2011). *Getting to Giving: Fundraising the Entrepreneurial Way by a Billion-Dollar Fundraiser*. Belmont, MA: Timberline LLC.
- Walters, K. (2015). Why Video Is the Social Media Trend to Watch in 2016. *Hootsuite Social Media Management*. Retrieved from <https://blog.hootsuite.com/video-social-media-trend-2016/>
- Weinstein, S. (2009). *The Complete Guide to Fundraising Management*. Hoboken, NJ: John Wiley & Sons, Inc.
- Young, H. (2016). Five Social Media Best Practices for 2017. *SalesforceBlog*. Retrieved from <https://www.salesforce.com/blog/2016/12/5-social-media-best-practices-for-2017.html>

Ball State at the Games Fundraising Plan



BALL STATE
AT THE GAMES

RIO 2016

Last edited April 2017

Maddie McGarvey
Lauren Harrison
Lauren Alvarez
Sidney Hoerter

Mission Statement

BSU at the Games provides an intercultural learning experience for students to learn professional skills by showcasing the tradition of the Olympics.

Situation Analysis

As the BSU at the Games program reaches its second Olympic cycle, there continues to be a significant lack of financial support. The most recent program was a three-week Olympic trip, costing \$6,200 per student with 35 students attending. A three-week, cultural trip also took place in Brazil during July, which was 20 students at \$5200 a person. Select students also had the opportunity to attend the Olympics Media Summit in May. Students were able to attend all three trips.

In the past, the program has covered the 2012 Summer Olympics in London and the 2014 Winter Olympics in Sochi. These past trips gained support from a Ball State grant of \$22,000 that has been put toward the use of technology and staff travelling expenses. Aside from this, there has only been one independent donor that has contributed to the program.

Even with these contributions, there is still a large balance due for students to fund independently. Past students have used loans, scholarships, grants, personal online fundraising websites and more. Prior to the 2016 trips, students were provided with independent fundraising resources, including a student fundraising toolkit. This toolkit provided answers to frequently asked questions, fundraising ideas and a donor letter template. Students were then encouraged to implement these practices to raise funds towards their study abroad expenses.

Study Abroad Resources

The Rinker Center offers two scholarships, the Yuhas Scholarship and the Rinker Scholarship, for students studying abroad under four weeks. The Yuhas Scholarship requires a 3.0 GPA and the Rinker Scholarship requires a 2.5. Both applications can be picked up in the Rinker Center and are due March 1, 2017. If you are receiving any Federal Loans, this money may be applied to a study abroad program but would then be deducted from your fall semester amount. Unfortunately, the Pell Grant is not applicable for any summer program. Other options for financial support are private loan websites and private scholarships. For other scholarship opportunities, contact Dr. Barb Stedman bstedman@bsu.edu.

Fundraising

There are several best practices when it comes to fundraising for an educational program. These practices include: communicating strong key messages, utilizing existing resources, setting goals, telling a story, engaging leadership, producing high-quality content and creating special events. These practices can be implemented in a variety of different ways.

The most popular ways Ball State student groups are currently fundraising include dine to donate events, bake sales, and email blasts. All three of these methods target a wide array of people in a fun way. The most successful of these three fundraising tactics seem to be the “dine to donate” events, due to their minimal effort and simple process. Otherwise, on campus groups generally raise the most funds through larger, campus-wide philanthropic events. These events can take many different forms, but usually require teams that pay registration fees. These events serve as a form of entertainment for participants while gathering funds in a short amount of time.

Another popular tactic on Ball State’s campus and others includes social media campaigns. This is a great way to reach students and alum because almost everyone is on some sort of social media. It is very easy to promote an event or fundraising campaign through a short and straightforward social media campaign. Typically, this in itself does not raise funds on its own. But using social media to communicate fundraising goals and messages is a successful communication tactic.

- Example: ALS #IceBucketChallenge. This idea came from a man suffering with ALS and wanted to create a way to raise awareness, so he did this by dumping an ice bucket over his head. This spread so quickly through all forms of social media that the ALS Association made it an official charity and ended up raising \$115 billion.

One very simple and effective form of fundraising is online donation pages. Participants are able to “share” these pages with their friends, family and acquaintances with the click of a button. Companies utilize “donate” buttons on their webpages to make it easy for viewers to make a contribution. If you are going to rely on the online efforts, it is important to keep all forms of social media updated, and to be sure to include a follow up thank you.

- Example: Donation page (GoFundMe) for Cyclone Winston in Fiji drew so much attention by being shared among people through social media that the page, so far, has raised \$44,000 by 331 people in 8 days.

Alumni

After virtually interviewing alumni of the BSU at the Games program, it is evident that there has not been consistent financial support or campaigning for the past trips. The way alumni have been funding their trip has been through loans, parental support and a select donors. Most recently, the Rio alumni were able to utilize GoFundMe tactics in order to raise funds.

Fortunately, these alumni were able to connect us with contacts for the Ball State Alumni Association and the CCIM Development Department. By meeting with these contacts, CCIM donors want to see success of students at Ball State. Through these departments, we hope to access potential or current donors that might be interested in funding the BSU at the Games program by providing them insights about the program and testimonials from students about how it has impacted their life today.

SWOT Analysis: BSU at the Games Fundraising

Strengths

- Immersive learning grant received to limit the cost for faculty
- Some grant and donor support for the program in past trips
- Program is recognized by the Rinker Center
- The addition of a PR and video teams in the program structure

Weakness

- Large expense for students to participate
- Lack of financial support from donors and community
- Limited number of students can afford to go
- No previous donor foundation for the program

Opportunities

- Capability to grow in size (faculty, students and administrative support)
- Growing connection with the Ball State Alumni Foundation
- The opportunity to educate students on alternative fundraising efforts
- Few standing traditions to follow when fundraising

Threats

- Lack of established relationships
- Limited time between program acceptance and travel
- Competing department/university programs worth funding
- Competing Olympic programs with more funding

Key Publics

Our primary public for fundraising will focus on:

- National foundations & programs
- Traveling students
- CCIM students connected to traveling students
- Parents of traveling students
- Parents of past BSU at the Games students
- CCIM donors
- CCIM faculty
- Alumni of previous trips
- Involved Alumni (Cardinal Communications alumni, speakers, etc.)

Our secondary publics for fundraising will focus on:

- BSU Alumni
- Muncie community members
 - with an interest in study abroad/Olympics/journalism
- Ball State students/faculty
 - with an interest in supporting study abroad
 - with an interest in the Olympics
- GoFundMe Target
 - Friends, family, classmates, etc. of the students going on the trip

Key Messages

- 1. BSU at the Games is an exclusive program that sets Ball State apart.**
- 2. Support students on an incomparable educational experience.**
- 3. This program creates culturally aware, career-ready students.**
- 4. It's more than just a donation. It's a part of the legacy.**

Goals

Raise \$15,000 to lower the overall price for students to go to Rio through program donations, scholarships, grants and tools for individual student fundraising.

Establish connections with a group of passionate supporters to ensure the longevity of the program. Develop direct relationships between donors and the students they support.

Objectives, Strategies and Tactics

Objective 1. Increase student comprehension of personal fundraising three months prior to the trip.

- Strategy 1: Edit the fundraising toolkit.
 - Modify donor letter to fit most recent trip
 - Update GoFundMe FAQ with accurate website details
- Strategy 2: Hold a toolkit meeting with traveling students at least three months prior to the trip.
 - Create a toolkit presentation
 - Print copies of the toolkit
 - Make available on Ball State at the Games website or Slack account

Objective 2. Increase communication with CCIM donors by the end of the semester.

- Strategy 3: Promote program success in order to gain financial support.
 - Create social media content to express this success
 - Share content and tag relevant accounts to increase visibility
 - Draft fundraising letter to send to the director of CCIM development
 - 1. Create a document regarding communication with the director
- Strategy 4: Promote online donation capability through Ball State at the Games webpage.
 - Upload and share short testimonial/highlight videos.
 - Create and share content to explain the need for donations and the allocation of the funds.

Objective 3. Increase communication with BSU at the Games alumni by the end of the semester.

- Strategy 5: Promote program loyalty in order to gain financial support.
 - Create list of BSU at the Games Alumni.
 - 1. Add all alumni to social networks.
 - Draft personal email statement for Ball State at the Games director to send to program alumni.

Objective 4. Increase institutional donation base by communicating with foundations and other programs in the U.S. to by the end of the semester.

- Strategy 6: Diversify our financial foundation and increase our program's brand awareness.
 - Research related foundations and programs.
 - 1. Specifically the Knight Foundation
 - Compile spreadsheet of a list of deadlines and description for foundation program applications.

Objective 5. Increase Ball State at the Games support base by uniting stakeholders during the Olympics.

- Strategy 7: Increase stakeholder involvement in Ball State at the Games program.
 - Hold viewing event of specific Olympic event at local Muncie/Indianapolis bar or restaurant.
 1. Plan and implement a dine-to-donate fundraiser--eating at the restaurant gives % of meal price to the next Ball state at the Games.
 - Create a hashtag to engage stakeholders to share photos and posts from home as students are experiencing the Games in Rio

Objective 6. Increase Ball State at the Games support base by communicating with donors and stakeholders within one month after the trip.

- Strategy 8: Build the relationship between students and their supporters.
 - Upload student testimonial videos to the website reflecting on trip.
 - Hold an event after the Games to highlight the work of the students.
 1. Plan and implement a gallery and student panel for students, family, faculty and guest to view the work produced in Rio. Student will share about their experiences during the panel discussion. Refreshments will be provided.

Evaluation

Eval. of Ob #1: Measure the reach of our events/fundraisers.

- Strategy #1: Did we complete the updated toolkit 3 months prior to the trip? How many of the students that went on the trip created GoFundMe pages? How many of the students read the FAQ and "Ways to Fundraise" articles? How many found them useful?
- Strategy #2: How many students attended the informational meeting? Did students find our toolkit meeting to be helpful? Did they visit the toolkit information on the Ball State at the Games website?

Eval. of Ob #2: Did we increase communication with CCIM donors by the end of the semester? Did we get any CCIM donations?

- How many letters were sent out by the foundation?
- How many people were reached by the promotional video? Were there any interactions with the video on social media? Did CCIM donors mention it at all when donating?

- How many people visited our “donate” page on the Ball State at the Games website? How many of those clicked on the “donate” button? How long did they stay on the page (were they reading our content)?
- Did we create and share content expressing our financial need? What was the engagement with this type of post?

Eval. of Ob #3: Did we increase communication with BSU at the Games alumni?

- Did we gain more financial support? How did we promote program loyalty? Did we draft and send an email for the director to send? Did they send it to alumni? How did we implement incentives?
- Did we find alumni on social media? Did we friend/follow them? Did they like/follow us?

Eval. of Ob #4: Did we increase institutional donation base with foundations and other programs in the U.S. to by the end of the semester?

- How many foundations did we research?
- Did we get any financial support from this?
- Did we gain support specifically from the Knight Foundation?

Eval. of Ob #5: Did we increase Ball State at the Games support base by uniting stakeholders during the Olympics?

- Did we hold a viewing party? How many students/donors attended this event? What was their feedback?
- Did we create a hashtag for engagement? How many posts were shared using this hashtag?

Eval. of Ob # 6: Did we increase BSU at the Games support with donors and stakeholders within one month after the trip?

- Did we upload student testimonial videos to the website?
- Did we hold a student panel and gallery event following the trip?
- How successful was this event?

Schedule

Fall Timeline				
Tactic	Who	Deadline 1	Deadline 2	Final
Research foundations or grant programs that would be interested in funding	TBA	August	September	Late September
Compile list of deadlines/application process	TBA	August	September	Late September
Apply for foundation funding	TBA	August	September	Late September
Contact Debbie for raw film	TBA	September	October	Late October
Review raw footage and make notes	TBA	September	October	Late October
Hand off select footage to video editor	TBA	September	October	Late October
Create promotional videos	TBA	September	October	Late October
Share promotional videos to social channels	TBA	September	October	Late October
Contact Ryan Sparrow for BSU@theGames alumni list	TBA	September	October	Late October
Add all alumni on social channels	TBA	September	October	Late October
Plan dine-to-donate event	TBA	October	November	Late November
Fundraising information paragraph for website - email to branding	TBA	October	November	Late November
Update fundraising toolkit	TBA	October	November	Late November
Compile a list of BSU at the Games Alum	TBA	October	November	Late November
Create social media content calendars	TBA	October	November	Late November
Schedule toolkit meeting	TBA	October	November	Late November
Contact director about toolkit presentation	TBA	October	November	Late November
Compile toolkit items to present and send to students	TBA	November	Early November	11/9/2017
Write fundraising letter for foundation/CCIM alumni	TBA	November	Late November	Early December
Email Ryan for student highlight suggestion	TBA	November	Late November	Early December
Create a document regarding communication with CCIM director	TBA	November	Late November	Early December
Create future timeline	TBA	December	February	Post-Games
Winter/Spring Timeline				
Schedule and plan dine-to-donate viewing party	Home Team			
Execute dine-to-donate viewing party	Home Team			
Schedule and film student testimonial videos	Post-Games Team			
Upload and share student testimonial videos	Post-Games Team			
Plan gallery event details	Post-Games Team			
Promote gallery event to students, family, staff, etc.	Post-Games Team			
Send invitations/e-vites for gallery event	Post-Games Team			
Host gallery event	Post-Games Team			